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ABSTRACT

The Programmatic College of Commerce and Industry at Northwestern University is described as an innovative approach to the study of business as an institution. The program consists of weekly, noncredit, dinner-lecture-discussion meetings attended by students, faculty, and business people. Discussions center on problems facing business, on the range of choices available for resolving problems, and on the role of business in responding to social needs. The Programmatic College is the outgrowth of a request from students for more undergraduate courses in business and their desire to enrich academic programming in fraternity and sorority houses. The College complements the present business courses and follows the university precedent of academic programming in its residence halls. Corporate executives and representatives from the professions, government, labor unions, and associations present brief lectures and share their knowledge and perspective. It is suggested that the uniqueness of the program stems from the active role taken by students in the development and the administration of the program. Ingredients viewed as essential to success include faculty interest, university support, and the cooperation of the business community. The purposes and organization of the program are outlined as well as program content and format, membership, and budget. A sampling of questions and answers from previous meetings is included as well as the College By-Laws, an organizational chart, and a list of past program topics. (Author/SF)

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Northwestern University Programmatic College of Commerce and Industry

A Guide for Planning and Operating a Corporate College Project

ED180279

Council on Corporate College Communications

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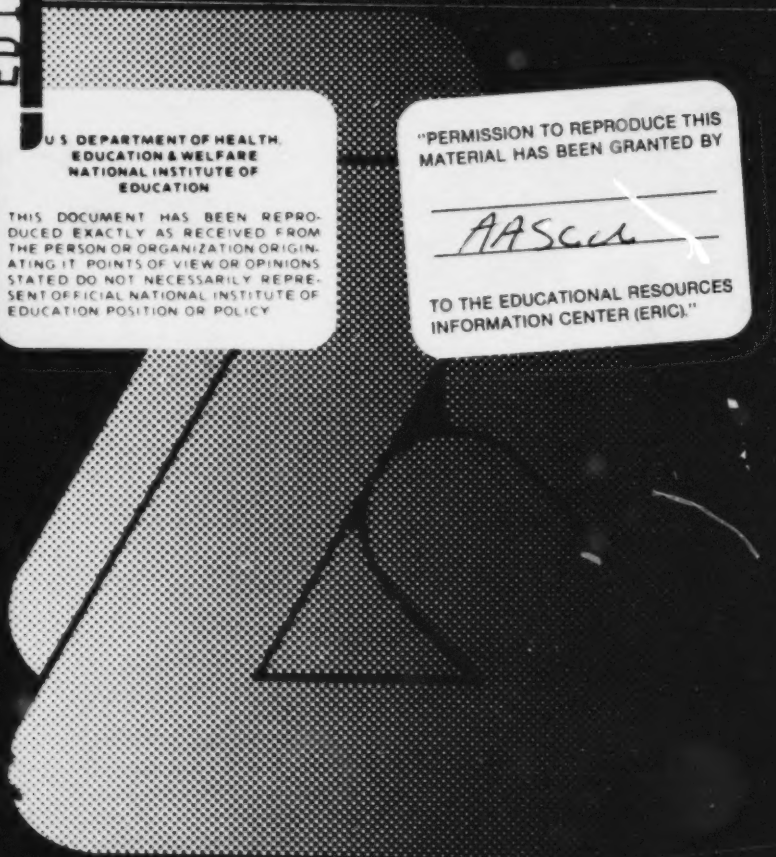

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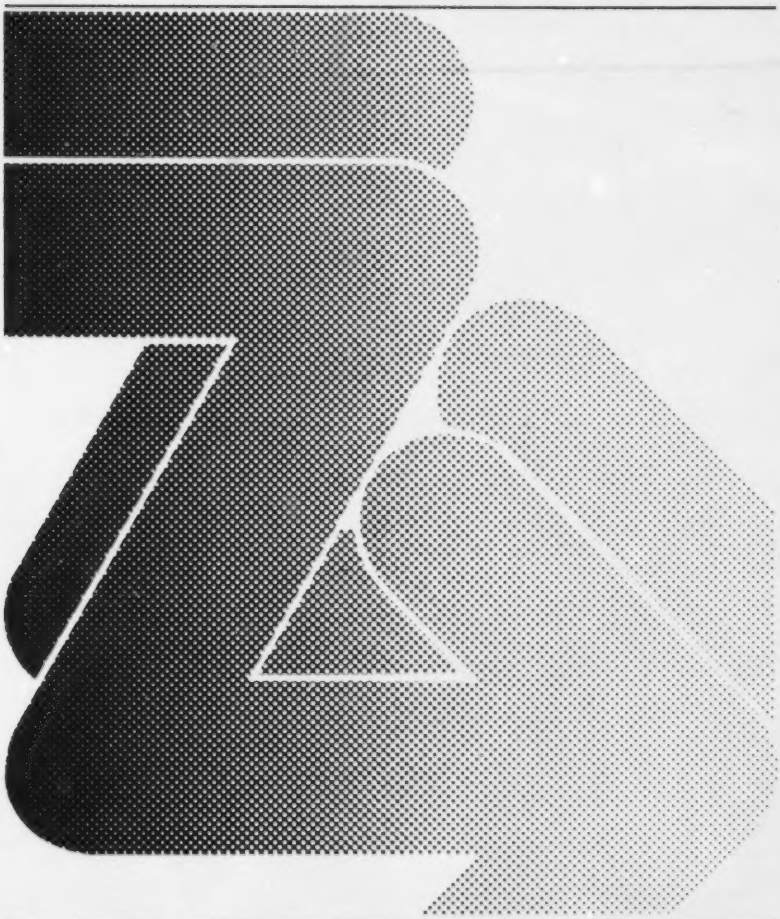


Contents

5
Introduction

6
Organization

6
Purposes

7
Content and Format

10
Student Membership

11
Faculty and Business Membership

11
Budget

12
Comments

13
Appendices

Introduction

The Programmatic College of Commerce and Industry (PC) at Northwestern University is a fresh approach to the study of business as an institution. It is now going into its fourth year and appears to have an assured future.

The format is a series of weekly non-credit, dinner-lecture-discussion meetings attended by students, faculty, and business people.

Corporate executives and representatives from the professions, government, labor unions, and associations — as well as university professors — present brief lectures and share their first hand knowledge and perspective. Discussions center on problems facing business, on the range of choices available for resolving problems, and on the role of business in responding to social needs.

The PC is the outgrowth of a request from students for more undergraduate courses in business and their desire to enrich academic programming in fraternity and sorority houses. Northwestern offers courses in accounting and finance, but has no undergraduate curriculum in business per se. The PC complements the present business courses and follows the university precedent of academic programming in its residence halls.

Although fraternity and sorority houses serve as meeting places, the program is open to all students and enrollment is about equally divided between Greeks and Independents.

The chief operating virtues of the program are its simplicity and its low cost. It could easily be replicated at other institutions with local modifications. Colleges and universities without the advantage of a large, nearby business community as a source for speakers could seek assistance from statewide Chambers of Commerce, regional offices of the National Alliance of Businessmen, labor unions, government agencies, and similar organizations.

The uniqueness of the PC stems from the active role taken by students in the development and the administration of the program. Other ingredients essential to success are faculty interest, university support, and the cooperation of the business community.

While business has responded positively to the program, the early and active interest of Illinois Bell Telephone would seem to be a special advantage. IBT, looking for ways to build long-term relationships with students, faculty, and administrators offered advisory assistance shortly

after plans for the program were announced. The university welcomed the offer and the company has wisely stayed in the background, furnishing expertise when needed and acting as liaison with the business world. Its efforts to identify corporate speakers, to candidly brief them, and often to pave the way for student contact has undoubtedly made an important contribution to the quality of the program.

Organization

The governance structure of the PC is modeled after the traditional corporate form. By-laws were drafted by a student-faculty committee and approved by student vote (see Appendix 1). The Board of Directors is composed of five students and four faculty members elected annually. The Board sets policy and appoints the student officers who have day-to-day responsibilities. The chief operating officer is the president, assisted by vice presidents for programming, administration, finance, and social activities (see Appendix 2).

Initially the program required a great deal of organizational work by the faculty advisor with assistance from colleagues and business people. But with student experience and continuity, much of the work load has shifted — as intended — to the student officers and the Board.

Purposes

The following are the purposes of the Programmatic College as stated in its by-laws:

1. To foster interpersonal relationships among various sectors of the academic community;
2. To provide undergraduate students with an opportunity to obtain a better understanding of business and its impact on our society;
3. To promote the development at the undergraduate level of multi-disciplinary academic courses relating to business and its role and functions, but not professional training for management careers;
4. To provide vocational guidance and career information including information about graduate study in business to undergraduates interested in pursuing professional careers in business management;

5. To provide academic enrichment to student living units, particularly fraternities and sororities.

Content and Format

The topics for discussion at the PC meetings follow a theme selected at the beginning of the year by the Board of Directors of the program with advice from business and faculty advisors. The weekly topics and speakers are scheduled in advance of each quarter. The first year theme was "Business and Society." Subjects included ecology, consumer issues, ethics of multinational companies, corporate social responsibility, and corporate decision making and policy formulation. Among the speakers were executives from the American Farm Bureau Federation, First National Bank of Chicago, Commonwealth Edison, American Telephone and Telegraph Company, Greyhound Corporation, Common Cause, and the Illinois Commerce Commission.

A survey of student members at the end of the first year provided additional information for determining the second year's theme of "Business and Government" (see Appendix 3). Some of the 1976-77 topics were "Federal Regulation of the Corporate Sector" (U.S. Steel), "Small Business vs. Big Government" (United Electrical Workers Union), "Protecting the Environment" (U.S. Environmental Protection Agency), and "Bait and Switch Tactics — The Sears Roebuck Case" (Sears Roebuck Company) (see Appendix 4).

The informality of the weekly meetings encourages interaction between students, lecturers, and visiting faculty and business people. The PC meets each Sunday during the quarter at 5:00 p.m. for wine and cheese; 5:30 p.m. dinner; 6:00 p.m. lecture and discussion; adjournment at 7:00 p.m.

The speaker has the floor for 20-25 minutes leaving the remainder of the hour for questions and answers. Students and speakers often stay for further conversation after adjournment.

A sampling of questions and answers shows the kind of straightforward exchange which often characterizes the meetings. The answers to the following student questions are from representatives of AT&T; Standard Oil of Indiana; Bill Sandy Company, Inc., a management consulting firm; Northwestern University faculty; and Jewel Companies, Inc.

Student: Why are the pay phones going to go up to 20 cents in Illinois?

Answer: Illinois is not the only place where coin phone service has gone to 20 cents. We touch a nerve when we begin to tamper with rate levels that have been sanctified by time. But during the period in which the service was available at a standard 10-cent charge throughout most of the country — except Louisiana where it is still five cents — charges for a ride on the New York City subway rose from 15 to 50 cents. Why has the coin phone gone from 10 to 20 cents? A very simple reason. It costs that much for the call.

I'm going to tell you what we seldom tell anybody else. Most of the associated companies of the Bell System are reluctant to face up to the fact that costs are increasing and that there's a need for increased rates. But, sooner or later, you realize you not only have an obligation to investors, but an obligation to customers. A company will default on that obligation if it is not able to earn sufficiently and attract the capital that new facilities are going to require.

Student: Why, when they cut off the gas, were there two mile lines at most gas stations and as soon as the embargo went off the lines disappeared even though the oil never had time to get here?

Answer: By and large it was over-reaction on the part of the government. The Federal Energy Administration required us to supply to our dealers during the embargo only about 70 percent of the gasoline that we supplied to them during the same calendar period in 1972. So the dealer had the same amount of customers but he only had 70 percent of the gasoline that he normally sold. That is why long lines developed. In fairness to the government, no one knew how long the Arab embargo was going to last and there may have been a situation where we would have had to come to the aid of our European allies with gasoline and distillate fuel.

Student: Does the regulated price at the wholesale level vary geographically? The reason I ask is that there is about ten cents a gallon difference in the price of gasoline between Chicago and northern Wisconsin. Now, is there a difference merely at the retail level in that the dealer opts to charge more or less because the demand may differ in those areas or is there a difference in the regulated price at the wholesale level?

Answer: Standard Oil sells its product in the very northern area of Wisconsin for about a half a penny more at the wholesale level than in Chicago. Now bear in mind that once the dealer gets his wholesale price, he is free to charge whatever he wants to for gasoline up to his regulated ceiling price. In this case it includes about an 11 cent margin. Our tank wagon price during October was about 39 cents. That is what we sell it to our dealers for. Add on your state and federal taxes, your sales taxes, and your dealer margin. There are some dealers in Chicago who are working with a three or four-cent margin right now. On the other hand, there are some dealers who need a margin of 11 cents and are getting it. As long as people continue to buy at that higher price the dealer will sell gasoline at that price. When people start buying elsewhere he will probably drop his price. That is typical supply and demand economics.

Student: What do you mean by socially responsible?

Answer: By that I mean that these people do not decide and act upon the utilization of their resources and the products and services they have to offer in the marketplace in a way that serves the common good. I am not talking about philanthropy. I am talking about understanding consequences; knowing what the hell you are doing before you do it; doing smart things instead of dumb things; doing inherently good things instead of bad things. By "social responsibility" I mean making a series of informed judgements that bear beneficially upon the commonwealth, through the market place.

Now, why aren't people in business always able to do this? Well, sometimes they are ignorant. I don't mean stupid, I mean ignorant. They don't know what they ought to know in order to make wise decisions.

Student: Do you think with an upswing in the economic cycle there will be an increase in interest in social problems?

Answer: A number of companies have developed sufficient institutional commitment to social problem-solving so that with better times they may, in fact, turn their attention back to these kinds of issues. On the other hand, you might argue that economically prosperous times would tend to distract the entire society from these concerns. If the economy is expanding and people are doing well, there may be less concern on the part

of management. Overall, I believe that there is sufficient sensitivity and institutionalized commitment to social issues that we will see continuing efforts by businessmen to stay involved.

Student: Jewel was the object of the United Farm Workers' lettuce boycott. Did Jewel ever attempt to stock union lettuce during that time? Did you stock it at all?

Answer: We stocked it, yes. It's a tough issue. We've met with the United Farm Workers; we've met with the growers; we've been to California, and we've met with all sides of the issue. We fought very hard trying to get legislation so the farm workers could vote and determine their own lot. They can do that now in California, and they are holding elections. We have not and we have tried not to take sides in that because we think it would be trying to rig an election.

Student Membership

All students are eligible to join the PC. Annual enrollment stays at about 100, slightly under the 120 person capacity of the meeting rooms. Attendance averages from 50-60 students.

Freshman and transfer students are informed about the program by mail during the summer. A coupon is enclosed which they can return to indicate their interest. A membership followup is made at the beginning of fall quarter. Letters of invitation are sent to the members before each meeting and small ads announcing each speaker are placed in the campus newspaper.

Strategies to develop a stronger student commitment to the program are under consideration. One suggestion has been to require students to fill out a formal membership application which might imply a certain obligation to the program and help weed out the marginally interested. A plan to assign three students each week to research the discussion topic and recommend advance reading hasn't worked out because the students say they are too busy. Making this rotating assignment a condition of membership is being considered.

Faculty and Business Membership

Faculty and business people are eligible for membership as faculty associates and executive associates, but only faculty may vote and serve on the Board. The roles of the associates have not been clearly defined. They serve as advisors on program activities and are invited to attend the weekly sessions and take part in discussion. Faculty participation has been spotty, possibly because their responsibilities are vague and, more practically, because the program does not offer opportunities for career improvement or advancement.

The responsibilities of the executive associates are similarly vague and the turnover — with the exception of IBT representatives — has been frequent. All who are involved with the program see the need for a better understanding of how the associates fit into it.

A former executive associate cautions that business people should be sensitive to the primary role of students in the program. He notes that business participation is viewed as a necessary resource, but a patronizing attitude or over aggressiveness will produce a quick turn off from faculty and students. He suggests that business people must earn understanding and trust by sensing where help is needed in the program and then pitching in with a sincere interest.

Budget

Program expenses are shared by members of the PC and the university. Membership fees of $6 per quarter or $15 per year cover approximately one-third of the costs. The annual university allocation is $2,300. In addition the university provides a stipend for the master of the program. The principal expense is the weekly dinner (about $100) which precedes the lecture-discussion. Other items are weekly ads in the campus newspaper to promote the program, tape recording the sessions, extra social events, occasional honoraria or outside speaker travel expenses, and producing invitations and a newsletter.

No funds have been sought or provided by business organizations except for assistance from Illinois Bell Telephone in the publication of a compilation of 10 of the first year lecture-discussions. The pocket-sized book, entitled "Straight Talk about Business and Society", is an excellent

representation of the program content and has helped to stimulate interest in the program among students, educators, and business people. The book is available at cost, $2.00 per copy from the University Relations Office, 2530 Ridge Avenue, Evanston, IL 60201.

Comments

The PC faculty advisor is Dr. Allan R. Drebin, Professor and Chairman of the Department of Accounting and Information Systems in the Graduate School of Management. Students in the program, he says, have been "provided with an authentic, substantive, educational experience" and have "gained a practical knowledge of the social policies of business, industry and institutions, a better understanding of how business operates and of the concerns managers are confronted with daily." Dr. Drebin describes the PC as "exceptionally successful for a non-credit program."

Ralph Mabbs, a former director of college-university relations at Illinois Bell Telephone has been involved in the program since it began. He sees the PC as "an excellent opportunity for business leaders to present their viewpoints concerning vital issues and the tradeoffs facing business. Business people sincerely want a change to improve understanding of business, of financial profit levels, labor relations, decision-making, corporate social responsibility and the functions of research, development and manufacturing.

"More important," he says "the Programmatic College affords business the opportunity to build an on-going relationship with students, faculty and key administrators. From this relationship should come informed opinions about business. There is no reason why this concept — so successful at Northwestern — cannot be taken to other college campuses."

Students say they like the exposure to what is going on in areas of business and government which many of them will be entering. There is much to be learned, they say, from interacting with people they don't normally see. The most significant student reaction is that enrollment in the program has remained close to capacity.

Appendix

1

By-Laws

ARTICLE 1
Purposes

The purposes of the Programmatic College of Commerce and Industry hereinafter referred to as the "College" shall be 1) to foster interpersonal relationships among various sectors of the academic community; 2) to provide undergraduate students with an opportunity to obtain a better understanding of business and its impact on our society; 3) to promote the development at the undergraduate level of multi-disciplinary academic courses relating to business and its role and functions, but not professional training for management careers; 4) to provide vocational guidance and career information including information about graduate study in business, to undergraduates interested in pursuing professional careers in business management; and 5) to provide academic enrichment to student living units, particularly fraternities and sororities.

ARTICLE II
Members

SECTION 1. CLASSES OF MEMBERSHIP. The college shall have three classes of members designated and qualified as follows:

A. Student Members. Active students of Northwestern University shall be entitled to full voting privileges and shall be eligible to hold any office in the College.

B. Faculty Associate Members. Faculty and Faculty Associates of Northwestern University shall be entitled to full voting privileges and shall be eligible to be elected to the Board of Directors.

C. Executive Associate Members. Executive Associates, who shall be elected to membership shall have no voting or office holding privileges.

The Board of Directors may from time to time determine qualifications for each class of membership.

SECTION 2. VOTING RIGHTS. Each voting member shall be entitled to one vote on each matter submitted to a vote of the members.

SECTION 3. TERMINATION OF MEMBERSHIP. The board of directors by affirmative vote of two-thirds of all of the members of the board may suspend or expel a member for cause, and may, by a majority vote of those present at any regularly constituted meeting, terminate the membership of any member who becomes ineligible for membership, or suspend or expel any member who shall be in default in the payment of dues for the period fixed in Article VII of these by-laws.

SECTION 4. RESIGNATION. Any member may resign by filing a written resignation with the Secretary, but such resignation shall not relieve the member so resigning of the obligation to pay any dues, assessments or other charges theretofore accrued and unpaid.

SECTION 5. REINSTATEMENT. Upon written request signed by a former member and filed with the Secretary, the board of directors may by the affirmative vote of two-thirds of the members of the board reinstate such former member to membership upon such terms as the board of directors may deem appropriate.

SECTION 6. TRANSFER OF MEMBERSHIP. Membership in the College is not transferable or assignable.

ARTICLE III
Meetings of Members

SECTION 1. ANNUAL MEETING. An annual meeting of the members shall be held on the second Sunday of March of each year, or at such other time as the board of directors may determine, for the purpose of electing directors and for the transaction of such other business as may come before the meeting.

SECTION 2. SPECIAL MEETINGS. Special meetings of the members may be called either by the chairman, the board of directors, or not less than twenty percent of the members having voting rights.

SECTION 3. PLACE OF MEETING. The board of directors may designate any place on or proximate to the Evanston Campus of Northwestern University as the place of meeting for any annual meeting or for any special meeting called by the board of directors.

SECTION 4. NOTICE OF MEETINGS. Written notice stating the place, date, and hour of any meeting of members shall be delivered to each member entitled to vote at such meeting not less than five nor more than forty days before the date of such meeting. In case of a special meeting or when required by statute or by these by-laws, the purpose for which the meeting is called shall be stated in the notice. If mailed, the notice of a meeting shall be deemed delivered when deposited in the United States mail addressed to the member at his address as it appears on the records of the College, with postage thereon

prepaid. Publication of such notice in the Daily Northwestern or other newspaper of general circulation on the Evanston Campus shall be effective as delivery on the date of publication.

SECTION 5. INFORMAL ACTION BY MEMBERS. Any action required to be taken at a meeting of the members of the College, or any other action which may be taken at a meeting of members, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the members entitled to vote with respect to the subject matter thereof.

SECTION 6. QUORUM. The members holding one-third of the votes which may be cast at any meeting shall constitute a quorum at such meeting. If a quorum is not present at any meeting of members, a majority of the members present may adjourn the meeting at any time without further notice. At any adjourned meeting at which a quorum shall be present, any business may be transacted which might have been transacted at the original meeting; withdrawal of members from any meeting shall not cause failure of a duly constituted quorum at that meeting.

ARTICLE IV
BOARD OF DIRECTORS

SECTION 1. GENERAL POWERS. The affairs of the College shall be managed by its board of directors.

SECTION 2. NUMBER, TENURE AND ELECTION. There shall be nine directors, composed of five active student members and four faculty associate members. Each director shall hold office until the next annual meeting of members and until a successor shall have been elected and qualified. The members of the board of directors shall be elected at the general membership meeting. Nominations shall be accepted from the floor at the time of election. Student and faculty slates shall be separately nominated and elected, with five and four votes, respectively, alloted to each voting member. Candidates with the highest number of votes shall take office the first week of spring quarter.

SECTION 3. REGULAR MEETINGS. A regular annual meeting of the board of directors shall be held without other notice than these by-laws, immediately after, and at the same place as, the annual meeting of members. The board of directors may provide by resolution the time and place, for the holding of additional regular meetings of the board without other notice than such resolution. All meetings of the board shall be open to officers, student and faculty members, except those meetings involving discussion of personnel matters.

SECTION 4. SPECIAL MEETINGS. Special meetings of the board of directors may be called by or at the request of the chairman or

any two directors. The person or persons authorized to call special meetings of the board may fix any place as the place for holding any special meeting of the board called by them.

SECTION 5. NOTICE. Notice of any special meeting of the board of directors shall be given at least two days previously thereto by written notice to each director at his address as shown by the records of the College. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. Notice of any special meeting of the board of directors may be waived in writing signed by the person or persons entitled to the notice either before or after the time of the meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or these by-laws.

SECTION 6. QUORUM. A majority of the board of directors shall constitute a quorum for the transaction of business at any meeting of the board, provided that if less than a majority of the directors are present at said meeting, a majority of the directors present may adjourn the meeting to another time without further notice.

SECTION 7. MANNER OF ACTING. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the board of directors, unless the act of a greater number is required by these by-laws.

SECTION 8. VACANCIES. Any vacancy occurring in the board of directors or any directorship to be filled by reason of an increase in the number of directors shall be filled by the members at a special meeting called for this purpose. Election procedures shall be the same as those described in Section 2, with one vote alloted for each vacancy to be filled. A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office.

SECTION 9. COMPENSATION. Directors shall not receive any stated salaries for their services, provided that nothing herein contained shall be construed to preclude any director from serving the College in any other capacity and receiving reasonable compensation therefor.

Officers

SECTION 1. OFFICERS. The operating officers of the College shall be a president, one or more vice-presidents (the number thereof to

be determined by the board of directors), a controller, a secretary, and such other officers as may be elected by the board of directors. Officers whose authority and duties are not prescribed in these by-laws shall have the authority and perform the duties prescribed, from time to time, by the board of directors. Any two or more offices may be held by the same person, except the offices of president and secretary, and provided that no director may at the same time be an officer of the college.

SECTION 2. ELECTION AND TERM OF OFFICE. The operating officers of the college shall be appointed annually by the board of directors at a regular meeting of the board of directors. Vacancies may be filled or new offices created and filled at any meeting of the board of directors. Each officer shall hold office until a successor shall have been duly appointed and shall have qualified or until death or resignation or removal in the manner hereinafter provided.

SECTION 3. REMOVAL. Any officer appointed by the board of directors may be removed from office by an affirmative vote of a majority of all of the members of the board of directors whenever in its judgment the best interests of the college would be served thereby.

SECTION 4. PRESIDENT. The president shall be the principal operating officer of the College. Subject to the direction and control of the board of directors, the president shall be in charge of the business and affairs of the College; shall see that the resolutions and directives of the board of directors are carried into effect except in those instances in which that responsibility is assigned to some other person by the board of directors; and, in general, shall discharge all duties incident to the office of president and such other duties as may be prescribed by the board of directors. The president shall preside at all meetings of the members. Except in those instances in which the authority to execute is expressly delegated to another officer or agent of the college or a different mode of execution is expressly prescribed by the board of directors or these by-laws, the president may execute for the corporation any instruments which the board of directors has authorized to be executed, and may accomplish such execution either individually or with the secretary, any assistant secretary, or any other officer thereunto authorized by the board of directors, according to the requirements of the form of the instrument.

SECTION 5. VICE-PRESIDENT. The vice-president (or in the event there be more than one vice-president, each of the vice-presidents) shall assist the president in the discharge of such duties as the president may direct and shall perform such other duties as from time to time may be assigned by the president or by the board of directors. In the absence of the president or in the event of the president's inability or refusal to act, the vice-president (or in the event

there be more than one vice-president, the vice-presidents, in the order designated by the board of directors, or by the president if the board of directors has not made such a designation, or in the absence of any designation, then in the order of their seniority of tenure) shall perform the duties of the president and when so acting, shall have all the powers of and be subject to all the restrictions upon the president.

SECTION 6. CONTROLLER. The controller shall be the principal accounting and financial officer of the College. The controller shall (a) have charge of and be responsible for the maintenance of adequate books of account for the College; (b) have charge and custody of all funds and securities of the College, and be responsible therefor, and for the receipt and disbursement thereof; and (c) perform all the duties incident to the office of controller and such other duties as from time to time may be assigned by the president or by the board of directors. If required by the board of directors, the controller shall give a bond for the faithful discharge of these duties in such sum and with such surety or sureties as the board of directors shall determine.

SECTION 7. SECRETARY. The secretary shall record the minutes of the meetings of the members and of the board of directors in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these by-laws; be custodian of the College records; keep a register of the postoffice address of each member which shall be furnished to the secretary by such member; and perform all duties incident to the office of secretary and such other duties as from time to time may be assigned by the president or by the board of directors.

ARTICLE VI
Contracts, Checks, Deposits and Funds

SECTION 1. CONTRACTS. The board of directors may authorize any officer or officers, agent or agents of the College, in addition to the officers so authorized by these by-laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the College and such authority may be general or confined to specific instances.

SECTION 2. CHECKS, DRAFTS, ETC. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the College, shall be signed by such officer or officers, agent or agents of the College and in such manner as shall from time to time be determined by resolution of the board of directors. In the absence of such determination by the board of directors, such instruments shall be signed by the controller or an assistant controller and countersigned by the president or a vice-president of the College.

SECTION 3. DEPOSITS. All funds of the College shall be deposited from time to time to the credit of the College in such depositaries as the board of directors may select. The Board of Directors may authorize the controller to maintain a designated fund of cash to expedite payment of College expenses.

ARTICLE VII
Miscellaneous Provisions

SECTION 1. BOOKS AND RECORDS. The College shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its members, board of directors, and committees having any of the authority of the board of directors, and shall keep a record giving the names and addresses of the members entitled to vote. All books and records of the College may be inspected by any member for any proper purpose at any reasonable time.

SECTION 2. FISCAL YEAR. The fiscal year of the College shall be ended on August 31 of each year.

SECTION 3. DUES. The board of directors may determine from time to time the amount of dues payable to the College by members of each class. The dates on which dues become payable shall be determined by the Board of Directors. When any member of any class shall be in default in the payment of dues for a period of two weeks from the date on which such dues became payable, the membership may thereupon be terminated by the board of directors in the manner provided in Article II of these by-laws.

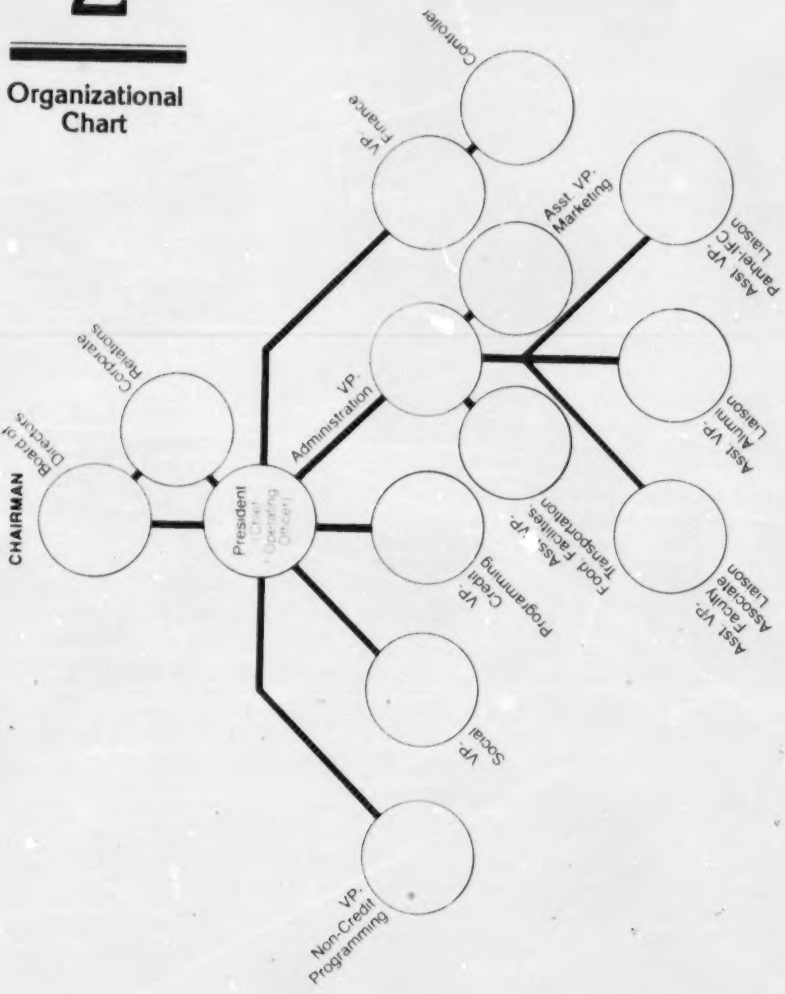
SECTION 4. WAIVER OF NOTICE. Whenever any notice is required to be given under the provisions of the by-laws of the College, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE VIII
Amendments

These by-laws may be altered, amended, or repealed, or new by-laws adopted by a 2/3 vote of members present at a meeting at which a majority of voting members is present. Such action may be taken at a regular or special meeting for which written notice of the purpose shall be given.

2

Organizational Chart



3

Commerce and Industry Programmatic College 1977-78 Programs

What were your reasons for joining The Programmatic College?

What are your career interests?

What are your suggestions for the general theme of next year's programs?

What general types of progress would you like to see?

Below are some general (and some specific) ideas for programs. Check those that would be of interest to you. If any are of special interest, check them twice.

_____ a representative from labor
_____ someone from small business
_____ a program on public management
_____ the International manager
_____ someone from Caterpillar, the Peoria multinational
_____ a program on organization behavior and communication within organizations
_____ a public interest attorney
_____ a management consultant
_____ the business of mergers and acquisitions
_____ "women in business" programs
_____ intimidation and manipulation in interpersonal business situations
_____ the selling of a political candidate
_____ U.S.-Canadian business relations

Please list any other ideas you have for specific programs.

Are there any programs which you would like to arrange personally?

4

1976-77 Program

October 17
"Business and Government"
Thomas Roeser
Director of Public Relations
Quaker Oats Co.

October 24
"Banking and Government Regulation"
David Hubbard
Vice President and Treasurer
Harris Savings Bank

November 7
"Business and Government In Negotiation —
"A Simulation"
Prof. Jean Couturier
Chairman, Public Management
Graduate School of Management

November 14
"Small Business vs. Big Government"
George Chamlin
President
Continental Chemiste Chemicals

November 21
"Federal Regulation of the Corporate Sector"
Thomas Ward
Assistant Public Relations Director
U.S. Steel

January 9
"Business Competition in the Future"
General Motors Corporation

Appendix

January 16
"A Former Official Views the Federal Trade Commission"
Frederick M. Scherer
Economics Professor, Northwestern
Former Director of Board of Economics, FTC

January 23
"The Small Business Administration — The Government View"
John Smith
District Director
Small Business Administration

January 26
"Getting Into Business School"
Mary Corbitt Clark
Assistant Director
Admissions & Financial Aid
Graduate School of Management

January 30
"The Small Business Administration — The Citizen's View"
Sam McGrier
Executive Vice President
Chicago Economic Development Corp.

February 8
"Federal Regulation of Local Government Employment Practices"
Dr. Charles A. Pounian
Personnel Director
City of Chicago

February 13
"Federal Employment Regulation — The EEOC Experience"
Michael Reiter
Parnter, Katten Muchi

February 20
"Regulating Public Collective Bargaining"
Victor Gotbaum
Executive Director
New York City Public Employees Union, AFL-CIO

February 27
"Collective Bargaining in Local Government"
Harold Newman
Director of Conciliation
New York State Public Employment Relations Board

March 6
"Protecting the Environment"
Walter Romanek
Chief Legal Support Division
U.S. Environmental Protection Administration

May 1
"The GM Competition"
Blythe Jaski

May 8
"Bait & Switch Tactics — The Sears Roebuck Case"
R. C. Hiller
Vice President of Public Relations
Sears, Roebuck and Company

May 15
"The Labor Movement and Government"
Mr. Rosen
United Electrical Workers Union